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DDP 0-3733

17 July 1970

DTR-5258

MEMORANDUM FOR: Deputy Director for Plans

Tom :

I have given a great deal of thought to the views of the CS Historical Board and have had several conversations with Dr. Howard Ehrmann about the goals of our Historical Program and how best to achieve them. I consider our Historical Program to be a very necessary and worthwhile undertaking. In its present form it represents a considerable investment in time and money, which is justifiable only if we use our assets to the fullest and turn out a product which serves our needs and meets the requirements of good history. It seems to me that there are no irreconcilable differences between the purposes of the Historical Program as set forth by the CIA Historical Staff and the views of the CS Historical Board. I certainly agree with the CS Board that a primary function of the CS historical papers is to provide essential background reading and orientation for newly assigned chiefs of station and other operating officials. They must also meet two other tests:

a. They must contribute to the writing of the overall history of the directorate and of the Agency. They should therefore look upwards and outwards, as well as document internal developments.

b. They must be the best histories we can write in the time and with the talent available. Since by necessity we must depend largely upon personnel who are experienced intelligence officers and not professional historians, it is imperative that the Historical Staff provide them with the best possible professional guidance. I think we are not concerned merely with the technical niceties of history writing but want to ensure that we produce good history in its generally accepted sense, while serving our other purposes as well. This is not only a matter of style, organization, and presentation but also challenges us to rise above sheer detail. We want to deal with not only change but the reasons for it, its pace, relevance, and significance; and finally we need to arrive at generalization.

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To ensure that the considerable effort which we are investing in the Historical Program results in histories which meet these standards, CS personnel will need to define objectives, choose topics, assign writers, allow time to write, and review draft histories. Without diminishing the responsibility and significant contribution of resources of the Clandestine Service toward the Historical Program, I believe the needs of both the Clandestine Service and the Agency would be best served by the acceptance of guidance and direction from Dr. Ehrmann and the Historical Staff. At present the Historical Staff is providing the following assistance:

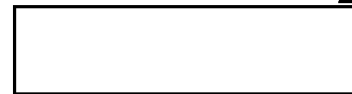
- a. Helping writers define and develop topics.
- b. Locating materials for writers.
- c. Structuring and outlining the subject.
- d. Reviewing drafts.
- e. Editing and conducting final processing of papers in accordance with the Historical Staff Style Manual.
- f. Granting admission as a completed history to the CIA Historical Program.

The Clandestine Service should be proud of having initiated a substantial historical program before any overall history was being written. I hope you will agree with me that we must have a unified program which will ensure some consistency in coverage of the Agency's history and in the way our historical papers are written. There will of course be variations in the treatment and length of various station histories, as well as in the amount of operational detail included. If our histories are to be useful and worthwhile, sensitive materials must be included. At the same time, good security is important. I think we can have it through controlled dissemination.

In short, our Historical Program, which includes the overall Agency history and the programs in the four directorates upon which Agency history must be based, is much like a pyramid, for which the directorate histories provide the foundation. While our present Historical Staff is small, I believe it has the competence to guide and direct the CIA Historical Program. I hope you

will instruct your Historical Board and its officers and writers to work closely with the Historical Staff, to take advantage of the many services it can provide, and to accept its guidance and direction. It is important that we work together in harmony and agreement to produce the best and most useful histories possible, to complete the catching-up part of our program in the limited time left to us, and to start planning now for the ongoing program.

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L. K. White

8 June 1970

MEMORANDUM FOR: The Deputy Director for Plans

SUBJECT : Management of the CIA Historical Program and its Impact on the DDP Historical Effort

1. Paragraph 6 of this memorandum contains a recommendation for your approval.

2. From the outset the Clandestine Service (CS) has emphasized that among the primary uses for CS historical papers would be "as basic chronicles for the indoctrination of new Chiefs of Station, Branch Chiefs, Desk Chiefs and other key officers," and "as a type of case history for use by the Office of Training in the conduct of operations courses," and "to provide to those engaged in operational, organizational and policy planning, analytical documentation of previous CS programs and experiences....". These uses are clearly articulated in CSHB 5-13-1.

3. ^{25X1A} In his 1965 annual report on the CS Historical Program, [] on 28 February 1966, stated:

The present and future importance of [the] CS historical effort has been difficult to convey to many DDP officers. Simplified tools of the historian's trade have helped the officer who is not a research man and has no training as a historian. Thus standards are set for the production of historical type papers (emphasis added): debriefings and memoir-type reports, historical monographs on unique activities or programs, and chronological histories of the DDP at Headquarters and overseas.

4. In an August 1966 memorandum, the Executive Director-Comptroller expressed general satisfaction with the results of the historical effort of the Clandestine Service which, of course, was based on the

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principles set forth in the two preceding paragraphs. These principles continued to govern the CS program until the appointment of the new Chief, Historical Staff, O/DCI. He believes that CS histories ought to conform to standards of research, organization, and presentation that would apply to many fields of professional historiography. In particular, he feels that they ought to be comprehensive with respect to the total context in which activities were carried out. In a Station history, for example, there would have to be a careful interweaving of the various threads of FI, CI, CA, the current political and military situation, etc.--partly because these all affected each other, and partly because he believes a good history ought to convey an accurate sense of what the Station was doing and what it was like during any given period.

5. This approach, however suitable it is for the professional historian, creates special problems for the CS Historical Program:

a. Audience - Station histories so written would have limited use for indoctrination and training. It is questionable whether any CS reader would find the whole of such a Station history useful--worth reading, in short. A newly appointed chief of that station might, perhaps, find some value in such a history. Most of us, however, including most Station chiefs are more interested in having a history provide conveniently assembled answers to such questions as "What kind of FI (or CI or CA or liaison, etc.) activities succeeded at this Station, and why? What kind failed, and why? What lessons can we draw from this history as to our future efforts?" This usually entails a topical format which enables us to treat major elements of a station history so that a reader with a particular interest and need to know can have available to him just that separable* portion of the history relevant to his needs.


*CS histories have always been bound in a manner which permits sections to be separated and given to readers on a need to know basis.

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b. We believe that Dr. Ehrmann's high standard of professional historiography cannot be achieved by the CS officers who have been and are likely to be made available to the Program. The best we can hope for, given the large backlog and schedule of papers yet to be completed (or in many cases yet to be begun), is that each writer will accurately assemble a considerable body of facts, and then present them the best he can. It might be possible later on (but we cannot count on it) for professional historians to rework the data up to the standards Dr. Ehrmann expects. In the long run such comprehensive histories as he would approve would be better devoted to larger subjects than individual Station histories-- e.g. the work of the CS in Eastern Europe 1948-1956--or to monographs on narrower subjects like CIA and the Hungarian Revolution. Once the program of Station Histories has been completed we would like to go on to other types of operational histories, keeping always in mind that their educational value to the Clandestine Service and the Office of Training is of fundamental importance.

6. It is requested that you approve our continuing to record and document the organizational, operational, policy, and other relevant facts of the CS past in a manner best suited to the needs of the CS as determined by the CS Historical Board (CSHB).

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Executive Secretary
CS Historical Board

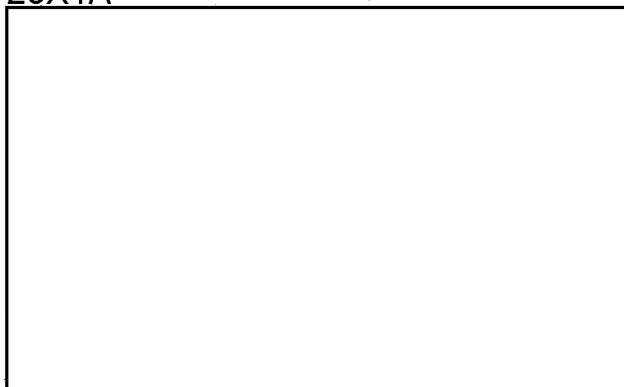
S E C R E T

SUBJECT: Management of the CIA Historical Program
and its Impact on the DDP Historical Effort

CONCUR:

Hugh T. Cunningham, Chairman, CSHB

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er, CSHB

CSHB

Member, CSHB

APPROVED:

Thomas H. Karamessines, Deputy Director for Plans

S E C R E T

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OFFICIAL ROUTING SLIP

| TO | NAME AND ADDRESS | DATE | INITIALS |
|----|------------------|----------------------------|------------|
| 1 | DD/P | 17 JUL 1970 17 JUL 1970 | (initials) |
| 2 | | | |
| 3 | [redacted] | 21 JUL 1970 | |
| 4 | 25X1A | | |
| 5 | [redacted] | | |
| 6 | | | |
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Remarks:

Tom:

The attached is in response to your note to me dated 9 June on the CS Historical Program.

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[redacted]

LKW

FOLD HERE TO RETURN TO SENDER

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|-----------------------------------|-----------|
| FROM: NAME, ADDRESS AND PHONE NO. | DATE |
| Executive Director-Comptroller | 17 Jul 70 |

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Operational Services
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EXTENSION

NO.

DIR-5258

DATE

22 July 1970

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TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Mr. Hugh T. Cunningham

27 July 70

2. Chairman

CS Historical Board

3. CSIB Liaison

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I believe the attached is self explanatory.

Per our telcon I have sent copies to other members of your board.

DM

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